



Risk, Response and Adaptation

A conversation with 3 leading CEOs

Bevington Group Resilience Series

December 2020

www.bevingtongroup.com

Business Model Design • Process Improvement • Change Management

US, Australia and NZ patents apply to XeP3, Canadian patents pending
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The Bevington Resilience series – An overview

- ❑ **Bevington Group** is a specialist productivity services provider with deep expertise in **Operating Model Design** and **Process Reengineering**
- ❑ In response to the **COVID-19 crisis** (or **Global Viral Crisis**) the Bevington Group has prepared an initial series of **webinars** to provide valuable **management and leadership information** on the response
- ❑ All the webinars reference **leading research and practice**
- ❑ The webinars in the series are
 1. Strategies and tactics for turbulent times (introducing the core concept of a “**Balanced Response**”)
 2. Short-term actions that can be taken to get you through the crisis
 3. Restructuring for cost and capacity
 4. Productivity improvement for cost and capacity
 5. Organisational resilience theory and practice
 6. Lessons arising from the Global Virus Crisis
 7. Personal resilience and leadership
 8. Risk and the winding road to recovery
 9. Leadership – The ultimate survival factor
 10. Lessons learnt in crisis – A CEO panel discussion
 11. Risk, Response and Adaptation – A conversation with 3 leading CEOs
- ❑ Each webinar is supported by materials published at www.bevingtongroup.com under the **Resources** tab

The series should be taken in context of the “Balanced Response” described in the first webinar on “Strategies and tactics for turbulent times”

- ❑ Markets are suffering, the world is in a state of high anxiety, supply chains are being disrupted and many companies are already being driven into deep losses
- ❑ In short, we are in the middle of the most **extreme economic turbulence or our lifetimes**. At the same time, many of our loved ones are **at risk**. Yet now, more than ever, we need to take rational and disciplined actions
- ❑ In an earlier article and webinar* we have described a "**Balanced Response**", which considers research on **learnings from the GFC**, and recommends the best approach for responding to such an extreme scenario
- ❑ Subsequent presentations provided **practical advice** on some **early actions** you might take, before moving promptly on to structure and productivity improvement methods for both **cost management** and **capacity creation**
- ❑ The latter presentations focus on the critical topic of **resilience**, at an **organisational** and **personal** level, looking at how we can prepare our businesses and ourselves for **known scenarios** and best adapt to **unexpected events** (as we are all dealing with now). The most recent topics have been based on the **lessons being learned** from the GVC, understanding how to navigate the **pathways to recovery**, and the key roles that leaders play in **guiding and supporting** their teams to survive a crisis
- ❑ In this session, we will hear from our second panel of **leaders of complex organisations** that have had to **survive and adapt** during the COVID-19 crisis. Each of these leaders brings considerable **experience, intellect and wisdom** to bear in describing **what they have learned** over the last 9 months

* Visit www.bevingtongroup.com/resources or search for “turbulence” from our home page

Panel Discussion – Guest Speakers

Chair: Roger Perry – CEO and Managing Director, Bevington Group

Panel Discussion – Guest Speakers



Andrew Hunter
CEO
CPA Australia



Judith Swales
CEO, Asia Pacific
Fonterra



Greg Ridder
Chairman
Kogan.com

Panel Chair: Roger Perry – Managing Director, Bevington Group



Roger has provided productivity improvement services for many of Asia Pacific's most respected companies and institutions including: ANZ; AMCOR; Downer; NAB; Perpetual; Qantas; Red Cross Blood Bank; Shell; University of Melbourne; University of Sydney; Virgin Australia; and Westpac.

Roger has been an assignment Director and Steering Committee member on over 60 transformation programs.

Roger has published widely on productivity improvement and restructuring including in Boss Magazine, CEO Magazine, Management Today, Retail World, Marketing Magazine, and The Institute Journal.

He is an experienced company Director having sat on the Boards of a range of enterprises including: E*TRADE Australia; ANZ International Ltd (Singapore); Greenfleet; Lean Planning Services Pty Ltd; and Bevington Consulting Pty Ltd.

He is also a very active contributor to Australia's charitable sector as Chair of the World Vision Business Advisory Councils in both Melbourne and Sydney, and as Chair of Greenfleet's Business Advisory Council.

Prior to joining the Bevington Group, Roger was a Group Senior Executive with the ANZ Bank, responsible for financial performance management (Head of Group Performance Management), as well as having major project governance accountabilities (Head of Group Project Centre of Excellence).

Panel Speaker: Andrew Hunter – CEO, CPA Australia



Andrew is the Chief Executive Officer of CPA Australia, a multi-national business and one of the world's largest professional accounting bodies with 19 offices globally and more than 166,000 members worldwide.

Prior to joining CPA Australia in 2018, Andrew was the Managing Director and Chief Executive Officer of the Export Finance and Insurance Corporation (Efic), Australia's export credit agency from July 2013 to June 2017. Efic is a commercially operated Federal Government agency that provides financial services to Australian companies seeking to grow their businesses internationally.

Previously, Andrew held senior positions with Macquarie during 22 years of service, including Head of Macquarie Capital's Advisory business Europe, Middle East and Africa (EMEA), Head of Macquarie Group EMEA, and Head of Macquarie Capital EMEA, before returning to Australia in 2010 to head Macquarie's Financial Institutions Group.

Professional Qualifications

Bachelor of Economics (Monash) (1989) and Graduate Diploma of Applied Finance from the Securities Institute of Australia (1991)

Andrew is also an Associate member of CPA Australia.

Panel Speaker: Judith Swales – CEO, Asia Pacific, Fonterra



Judith Swales leads Fonterra’s business in Asia Pacific where she is responsible for all sales and marketing of Fonterra’s consumer, food service and ingredients products in the region. Judith and her team also set the global strategy for the consumer and foodservice businesses.

Prior to this she was Fonterra’s COO Global Consumer and Food Service having earlier led the Innovation and Transformation business unit, shaping the future of Fonterra by harnessing innovation, emerging technologies and game changing business models, while embedding a performance driven culture. Judith joined our Co-operative in 2013 as Managing Director Australia and Fonterra Oceania, where she led the successful turnaround of the Australian business and oversaw Fonterra Brands New Zealand.

The daughter of a milkman, Judith grew up helping her father on his daily milk run. She has extensive experience in senior management and business turnarounds, and prior to joining Fonterra was the Managing Director of Heinz Australia, and CEO and Managing Director of Goodyear Dunlop, Australia and New Zealand. Judith worked for a number of UK retailers which culminated in her move to Australia in 2001 as the Managing Director of Angus and Robertson.

She served as a Non-Executive Director on the Dulux Group Board from April 2011 to August 2019 and a Non-Executive Director on the Virgin Australia Board from May 2019 to August 2020.

Judith has a degree in Microbiology and Virology.

Panel Speaker: Greg Ridder – Chairman, Kogan.com



Greg Ridder is a non-executive director and business mentor.

Greg is a seasoned strategic leader, highly experienced in management, strategic growth, business restructuring, joint venture management and board operations in both Australia and Asia.

Formerly Asia Pacific Regional President at NYSE listed Owens-Illinois, he led a regional business with sales exceeding \$1 billion; manufacturing glass packaging at 16 plants in 6 countries and employing some 7,000 people. He was also President of the Packaging Council of Australia and a member of the Business Council of Australia.

Greg is currently chairman of listed online retailer Kogan.com (ASX:KGN) and is a nonexecutive director of Spirit Telecom (ASX:ST1). He is also a member of the board at Phoenix Australia – Centre for Posttraumatic Mental Health, Ethical Property Australia and PNG Sustainable Development Program Ltd.

In addition to his board roles Greg has engaged with the not-for-profit sector in building stronger inclusive businesses and developing commercial, strategic and leadership capability. He has held interim leadership roles as CEO at the Royal Australian Institute of Architects and at Phoenix Australia - Centre for Posttraumatic Mental Health. At World Vision Australia he has been Chief Financial Officer and Chief Strategy Officer. He has been a member of the board at both Oxfam Australia and B Labs Australia & New Zealand and, through Kilfinan Australia, is a mentor to a number of CEOs in the not-for-profit sector.

Greg completed an Accounting degree at RMIT; a Graduate Diploma in Marketing at Monash University; and the Advanced Management Programme at INSEAD in France. He is a CPA and graduate member of the Australian Institute of Company Directors.

A native of Melbourne, Greg is married to Lee and together they have two sons, Gus and Sam.

Starting questions for panel discussion

Can you explain how the COVID-19 crisis affected your organisation?

What pleased you about the response?

What was especially challenging?

What did you learn as a leader from this period?

What will you do to be as ready as possible for future (potentially unexpected) challenges?

Contact details and disclaimer

Contact points for any questions or clarification of the content of this report can be directed to:

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Bevington Group is a specialist consultancy providing the following services:

BUSINESS OPERATING MODEL DESIGN



- 1. Operating Model Design**
 - Create an aspirational view of how the enterprise will deliver against future expectations
- 2. Restructuring and Role Design**
 - Create structures and roles that sustainably deliver value

PROCESS IMPROVEMENT



- 3. Strategic Lean Process Improvement**
 - Concurrently transform end-to-end processes, structures, roles and systems
 - Design radical changes aligned to customer outcomes and business strategy
- 4. Tactical Lean Process Improvement**
 - Deliver incremental lean process improvement
 - Use and teach a proven, client-centric, process improvement methodology

CHANGE MANAGEMENT



- 5. Agile Deployment**
 - Deploy process changes rapidly to address top priority issues
 - Deploy technology solutions with Agile methods
- 6. Change Management**
 - Utilise and teach a structured approach to understanding the impacts of change and transitioning organisations to the future state
- 7. Connect Program**
 - Connect clients to each other
 - Understand and compare solutions from other industries
 - Inspire through knowledge transfer and networking events

Disclaimer:

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